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# MKTG 611

## Marketing Management

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### Objectives

This course will help you understand how organizations benefit by creating and delivering superior value to their customers and other stakeholders. You will develop analytical skills, apply decision tools, and learn frameworks that will refine your approach to market analysis.

### Description

You will learn how to make sound decisions pertaining to:

1. **Segmentation, Targeting, and Positioning.** How to assess market potential, understand and analyze customer behavior, and focus resources on specific customer segments and against specific competitors.
2. **Go to Market Strategy.** How to understand the role of distributors, retailers, and other intermediaries in delivering products, services and information to customers.
3. **Branding.** How to develop, measure, and capitalize on brand equity.
4. **Pricing.** How to set prices that capitalize on value to customer and capture value for the firm.
5. **Marketing Communications.** How to develop an effective mix of communication efforts.

In addition, the course also helps you develop the following important skills:

- Make and defend marketing decisions in the context of real-world problem situations with incomplete information (case studies and simulation).
- Improve your skills in *group problem-solving* and in written *communication*
- Make *cross-functional connections* between marketing and other business areas.

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Fall 2019

Professors: Barbara E. Kahn  
Teaching Assistants: Claudia  
Ayaquil & Conor Ryan

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### Course Materials

Cases and reading materials are **available through Study.Net.**

Canvas will be used as the source for additional readings, class handouts, and other materials including Marketing Math Essentials. Reading assignments for different days of class are highlighted in the course schedule table below.

The **textbooks** for this class are:  
*Strategic Marketing Management: The Framework*, Alexander Chernev, 10<sup>th</sup> Edition

*The Shopping Revolution: How Successful Retailers Win Customers in an Era of Endless Disruption*, Barbara Kahn

These **optional** books were written by members of the marketing department and touch on various aspects of the course.

- [Contagious: Why Things Catch On](#)
- [Global Brand Power: Leveraging Branding for Long-Term Growth](#)
- [Customer Centricity](#)

## Learning Support

Teaching Assistants (TAs) are second-year MBA students who performed exceptionally well in MKTG 611. They will be available to review course materials and concepts. You will be introduced to your cohort's TA on the first day of class and their contact information as well as details of their office hours will be included on Canvas.

## Electronics

The WEMBA program disapproves the use of electronic devices during any class. Such use significantly disrupts learning, both for the students using the device and for others in the class. Phones must be turned off and put away. If a student must keep a phone on for a personal emergency, the student must inform the instructor before class begins. Laptops and tablets are not allowed unless permitted by the instructor.

## Policy on Using Outside Sources of Information for Course Work

Do not use any outside information (e.g., Internet, library, and, for group-based assignments, anyone outside of your learning team) when preparing for case and simulation discussions, producing written case analyses, completing the final exam, or any other graded exercise. To learn more about course topics you are obviously welcome to use outside sources to expand your knowledge.

## Assessment

- Class Participation 15%
- Case write-up or Simulation Performance (lower score) 20%
- Case write-up or Simulation Performance (higher score) 30%
- Final examination 35%

## Class Participation (15%)

Constructive participation is based on analysis rather than opinion and builds on the discussion flow (a good participant is also a good listener). The TA will make recommendations, but the Professor will make the final decision. Feel free to post articles in the Canvas Discussion section that apply what we have covered in class or provide updates on examples discussed. Strongly course-relevant materials and offering thoughtful comments will count toward the class participation grade.

Attendance is required for every class session. Class attendance will account for 5% of the final grade. Contact the WEMBA Office regarding missing class. Absences must be excused by the MBA Program Office. Two or more

unexcused absences will result in zero for class participation and attendance.

## Case Write-Up and Simulation Performance (50%)

Cases and simulations provide experience: (1) defining marketing problems, performing appropriate analyses, and crafting marketing plans, (2) developing communication skills, and (3) developing skills to work effectively and efficiently in teams.

Graded Performance in the Simulation (with a two-page strategy and learnings write-up) (**due: September 28**)

Graded case writeup:

### Mountain Man Brewing (due: October 10)

A single Word (.docx) or PDF file containing all text and exhibits should be uploaded to the assignment page **on Canvas by 8:00am on the day it is due.** The files should be named Mountain\_TeamXX.docx with XX replaced by your cohort letter & team number (i.e., Mountain\_A1.docx)

## Final Examination (35%)

The exam is scheduled for the week following the last day of class and will be a timed 4-hour open-note take-home available via Canvas. You may choose your own start time, however you must upload your answer file within 4 hours of downloading the exam. Excel spreadsheets may be used for calculation purposes but cannot be submitted. Any tables must be presented in Word or PDF and included as exhibits in the completed exam document. There is no word or length limit. Students **must work individually** and may refer to course materials when completing the exam but should not use or access any outside materials during the exam period.

## Grade Disputes

If you believe there was a significant mistake in grading, contact your professor within 1 week after the grades are posted. Requests after 1 week will not be considered. In your request, please explain your reasons in detail and include your section number, Penn ID #, and – in the case of write-ups – your learning team, with your request.

- Calculation errors will be corrected immediately.
- If you are challenging the points you receive, your explanation will be examined, and if reasonable, the entire case write-up or exam regraded, not just the part you identified; therefore, your final score may go up, down, or remain the same.

Detailed Schedule (\* = combined sections)

Day	Date	Topic	Recommended Readings
1	Fri..	Sept. 6* <b>Segmenting, Targeting, and Positioning</b> Role of marketing in the firm; importance of segmenting, targeting, and creating a clear positioning statement.	<b>SMM: Ch. 1- 5</b>
2	Fri.	Sept. 6* <b>Analytic Foundations for Marketing Decisions; How to Analyze a Case</b>	B <b>SMM. Ch. 6, Ch. 14-16</b> Read Marketing Math Essentials Optional: <a href="http://play.wharton.upenn.edu/mme">http://play.wharton.upenn.edu/mme</a>
3	Sat.	Sept. 7 <b>Case Discussion: Unilever Brazil</b>	Prepare case using case questions below.
4	Sat.	Sept. 7 <b>Go-to-Market Strategy</b> Successful “go to market” strategies in an omni-channel world. <b>Intro to Simulation</b>	<i>The Shopping Revolution</i> : Chapter 1, skim other chapters <b>SMM: Ch. 13</b>
5	Fri..	Sept. 27 <b>Understanding Customers</b> Market analysis, customer decision making/ journey, and customer lifetime value (CLV).	
6	Fri..	Sept. 27 <b>Joe Eberhardt, President &amp; CEO</b>	<b>Jaguar/ Land Rover North America</b>
7	Sat.	Sept. 28 <b>Branding</b> Importance of building brand equity and the risks and benefits of brand extensions.	<b>SMM: Ch. 9</b>
8	Sat.	Sept. 28 <b>Pivot or Perish Simulation: Debrief</b>	All team decisions must be completed before class and 2-page Strategy and Key Learnings uploaded to Canvas by 8am
9	Thur.	Oct. 10 <b>Team Case Write-Up and Discussion: Mountain Man Brewing</b>	Prepare case using case questions below.
10	Thur.	Oct. 10 <b>Pricing</b> Customers’ willingness to pay (economic value to the customer), price sensitivity, and psychological aspects of pricing.	<b>SMM. Ch. 10</b>
11	Sat.	Oct. 12 <b>Case Discussion: Cree</b>	Prepare case using case questions below.
12	Wed.	Oct. 12 <b>Marketing Communications</b> Different communication channels and how to use them.	<b>SMM. Ch. 12</b>
		<b>Final Exam</b>	Take-home exam week following last day

## Case Discussion: Unilever Brazil

- 1) Should Unilever invest in a lower-margin segment? That is, is the segment attractive and can Unilever make money?
- 2) Now, assume Unilever enters:
  - a. Explain whether they should: (1) develop a new brand, or (2) reposition one of their existing brands.
  - b. Write a positioning statement for your new/repositioned brand.
  - c. Explain how you would implement the 4Ps for your new/repositioned brand.
- 3) Compute the break-even cannibalization rate for the new brand.

## Case Write-Up and Discussion (see below for case write-up format)

### Mountain Man Brewing

Chris Prangel must decide whether or not to launch a light version of *Mountain Man Lager*. In your write-up, you should explore whether the introduction of a new brand will endanger *Mountain Man Lager* by cannibalizing sales or alienating customers or alternatively whether the launch of a light beer would represent a critical growth strategy for the firm. In your write up you should provide specific recommendations as to what Chris should do to ensure the success of his company for the future. You should defend your recommendations using appropriate qualitative and quantitative analyses. You may have to make some assumptions and estimates in developing your plan. Those assumptions and estimates should be clearly articulated and defended. If you conclude that Chris should introduce a new product clearly articulate an effective communication/distribution strategy. If no, be prepared to discuss why not (in detail) and other strategic options that might counter the predicted loss in sales with the do-nothing option.

Each team should upload a Microsoft Word or PDF copy of its case write up by 8:00am to Canvas

### Case Discussion: Cree, Inc.

Cree, Inc. has created an innovative LED light bulb for the consumer market, but now must develop a marketing plan to realize the bulb's potential.

- 1). How does a consumer come to buy a LED light bulb? A Cree bulb?
- 2). Calculate a break-even cannibalization rate for Home Depot.
- 3). What will Cree's bulb sales be in its first full year? What about LED light bulbs in general? Using these sales forecasts, what are the margin and profit implications for Cree and Home Depot?
- 4). Calculate the EVC (economic value to the customer) for various lighting alternatives to defend the appropriate pricing strategy.

# CASE WRITE-UP FORMAT

## Case Assignment

Recommend a **specific** plan of action for these firms. Each firm is facing different questions and issues, but the solutions are derived from the same underlying frameworks (i.e., 5Cs, STP, and 4Ps). Be sure your analyses and recommendations address the problems explicitly mentioned in the case, and be sure to use these frameworks when writing your papers and explaining how you reached your conclusions. In addition, your definition of the problem and your analyses may reveal other important issues you believe must be addressed. Your recommended marketing plan should be based on appropriate and defensible analyses.

## Paper Format

Each write-up should be **no longer** than 2,000 words (regardless of type font, spacing, etc.). **Be sure to include your course section number, learning team number, names of all team members, and word count on a separate cover page.** Leave the rest of the cover page blank, beginning your write-up on the second page. Up to **four** additional pages of exhibits beyond the 2,000-word limit are permitted. The style and structure of the text and exhibits is up to you.

Exhibits should be clearly titled, and included only if they provide supporting details for your analyses and recommendations. They should not introduce new ideas that are not explicitly presented in the text. Quantitative analyses must be clear and show the calculation in full with precise explanations (e.g., footnotes that describe the methods and assumptions used). Key conclusions from the exhibits should be discussed in the text, and references to your exhibits should be made as appropriate in the text (e.g., “see Exhibit A”). Write-ups where some team members prepare the exhibits while others do the writing without coordinating the two typically lead to a disjointed analysis. You should not reproduce any exhibits that are in the case study, although, of course, you may use information in case exhibits and you should reference them when you do (e.g., “from case Exhibit 3”).

The best papers will typically consider several strategic alternatives that emerge from their analyses, making a case for why their preferred course of action is the best one to pursue, and then detail that course of action in their target market choice, positioning statement and 4Ps presentation. Quantitative and qualitative analyses should be used to analyze and support the preferred course of action.

## Paper Submission Process

A single Word or PDF file containing all text and exhibits should be uploaded to the assignment page on Canvas by 8:00am on the day it is due. The files should be named **Mountain\_TeamXX.docx** with XX replaced by your cohort letter and team number (e.g., **Mountain\_A1.docx**)